

## THE UNIVERSITY OF THE WEST INDIES

**ASSESSMENT FOR  
SENIOR ADMINISTRATIVE STAFF AND PROFESSIONAL STAFF CATEGORIES**

**EVALUATION QUESTIONNAIRE TO BE COMPLETED BY HEAD OF  
DEPARTMENT/SUPERVISOR**

**SECTION A**

NAME OF OFFICER BEING ASSESSED: .....

STAFF CATEGORY:..... CAMPUS: .....

DEPARTMENT/OFFICE.....

NAME OF ASSESSOR.....

POSITION.....

POSITION.....

DATE ASSUMED POSITION.....

DATE.....

CONTRACTUAL STATUS.....

EXPIRATION DATE.....

REVIEW PERIOD.....

**SECTION B: PERFORMANCE OBJECTIVES**

Performance objectives must be specific, reasonable, attainable and measurable. There must be at least one objective for each area of responsibility to be undertaken during the review period.

- State the agreed objectives for the period under review.
- At the end of the review period indicate your level of achievement by placing an (x) under the appropriate level.
- Where specific targets have been minimally achieved or have not been achieved, please explain in the space provided for 'Comments' on page 2.

**AGREED OBJECTIVES**

**LEVEL OF ACHIEVEMENT**

(To be set jointly by Supervisor and staff member. Indicate each new objective with a letter of the alphabet).	5	4	3	2	1
	Fully Achieved	Substantially Achieved	Partially Achieved	Minimally Achieved	Not Achieved

**COMMENTS:**.....  
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**NOTE: In evaluating the staff member’s performance at Section C, please use a rating of 1 to 5, with 5 being the most positive rating and 1 being the least positive.**

**SECTION C**

**EVALUATION OF PERFORMANCE**

<b>RATING SCALE</b> 5. Surpasses targets and standards beyond 75% of the time. 4. Surpasses targets and standards at least 50% of the time. 3. Meets expected targets and standards at least 50% of the time. 2. Meets expected targets and standards <50% of the time. 1. Fails to meet targets and standards.	5	4	3	2	1	REMARKS
<b>CRITERIA FOR ASSESSMENT</b>						
<p><b><u>Professional Competence:</u></b></p> <ul style="list-style-type: none"> <li>• Knowledge of generally accepted accounting principles and procedures as dictated by local and international standards</li> <li>• Ability to interpret accounting principles, practices and standards to meet the needs of the University environment</li> <li>• Quality (i.e. accuracy and thoroughness) of work done</li> <li>• Knowledge of the University’s organisational structure, systems, policies and procedures</li> <li>• Knowledge of the University’s financial software application and ability to participate in the selection of appropriate financial software</li> <li>• Awareness and application of current developments in the discipline</li> <li>• Membership in professional organisations</li> <li>• Professional growth through continuing education and training</li> <li>• Ability to communicate effectively and present ideas and concepts orally and in writing</li> <li>• Ability to present accurate and user friendly financial and management reports</li> </ul>						

<b>RATING SCALE</b> 5. Surpasses targets and standards beyond 75% of the time. 4. Surpasses targets and standards at least 50% of the time. 3. Meets expected targets and standards at least 50% of the time. 2. Meets expected targets and standards <50% of the time. 1. Fails to meet targets and standards.	5	4	3	2	1	<b>REMARKS</b>
<b>CRITERIA FOR ASSESSMENT <i>cont'd</i></b>						
<p><b><u>Professional Competence (cont'd):</u></b></p> <ul style="list-style-type: none"> <li>• Knowledge of current statements of standard accounting practice applicable to the Caribbean as well as an understanding of the accounting framework used by universities in the USA, Canada and the United Kingdom.</li> </ul> <p><b><u>Industry/Productivity:</u></b></p> <ul style="list-style-type: none"> <li>• Timeliness, quality and reliability of work produced</li> <li>• Quantity of work produced in relation to expected output and accepted industry standards</li> <li>• Cost-effective and efficient management of budgets</li> <li>• Level of achievement of targeted work goals</li> <li>• Ability to meet deadlines</li> <li>• Ability to plan, organise and implement complex work projects</li> </ul> <p><b><u>Service Delivery:</u></b></p> <ul style="list-style-type: none"> <li>• Timeliness and accuracy of reports and other service delivery</li> <li>• Manner of dealing with students, colleagues and other clients, including technocrats in contributing countries</li> <li>• Quality of service delivered to students in particular where there is high student contact</li> </ul>						

<b>RATING SCALE</b> <b>5. Surpasses targets and standards beyond 75% of the time.</b> <b>4. Surpasses targets and standards at least 50% of the time.</b> <b>3. Meets expected targets and standards at least 50% of the time.</b> <b>2. Meets expected targets and standards &lt;50% of the time.</b> <b>1. Fails to meet targets and standards.</b>	5	4	3	2	1	REMARKS
<b>CRITERIA FOR ASSESSMENT <i>cont'd</i></b>						
<p><b><u>Service Delivery (cont'd):</u></b></p> <ul style="list-style-type: none"> <li>• Level of client satisfaction as measured by the feedback received on services provided</li> <li>• Quality of internal control systems established and maintained</li> <li>• Contribution to and facilitation of the external audit process.</li> </ul> <p><b><u>Leadership:</u></b></p> <ul style="list-style-type: none"> <li>• Ability to plan, organise and implement work programme</li> <li>• Ability to manage a unit/section</li> <li>• Ability to motivate and empower staff supervised</li> <li>• Ability to build effective teams</li> <li>• Level and quality of guidance and instructions provided for staff supervised</li> <li>• Good interpersonal relations</li> <li>• General deportment and personal example demonstrated</li> <li>• Ability to evaluate and assist in the development of staff.</li> </ul>						

<b>RATING SCALE</b> 5. Surpasses targets and standards beyond 75% of the time. 4. Surpasses targets and standards at least 50% of the time. 3. Meets expected targets and standards at least 50% of the time. 2. Meets expected targets and standards <50% of the time. 1. Fails to meet targets and standards.	5	4	3	2	1	REMARKS
<b>CRITERIA FOR ASSESSMENT <i>cont'd</i></b> <u><b>Creativity and Innovation:</b></u> <ul style="list-style-type: none"> <li>• Ability to re-engineer business/work processes (i.e. introduce new and improved procedures)</li> <li>• Innovative problem solving</li> <li>• Ability to review and recommend revisions to accounting systems and practices and internal control procedures in light of the changing body of knowledge and best practices</li> <li>• Ability to adapt and configure new systems.</li> </ul>						
<u><b>Outreach and University service:</b></u> <ul style="list-style-type: none"> <li>• Active membership in professional associations</li> <li>• Contribution to the wider community (e.g. through involvement in service organisations at the local, regional or international levels)</li> <li>• Professional consultancies</li> <li>• Contribution to education and training of information technology/professionals.</li> </ul>						

**SECTION D**

**OVERALL LEVEL OF PERFORMANCE**

Using the levels of performance as defined at the beginning of Section “C”, indicate in the box below the descriptor which best describes the overall performance of the staff member.

**SECTION E**

**RECOMMENDATION (where applicable)**

- a. Renewal of contract on tenure
- b. Renewal of contract for three years
- c. Renewal of contract for two years
- d. Renewal of contract for one year
- e. Termination of contract
- f. Award of special increment (s)
- g. Promotion to higher grade

**TRAINING RECOMMENDATIONS (where applicable)**

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**SECTION E Cont'd**

**FURTHER COMMENTS/RECOMMENDATIONS BY ASSESSOR**

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**SIGNATURE OF ASSESSOR..... DATE.....**

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**SECTION F**

**EMPLOYEE'S COMMENTS**

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**EMPLOYEE'S SIGNATURE**

..... DATE.....

**SECTION G**

**SUMMARY STATEMENT OF THE STAFF MEMBER'S  
PERFORMANCE FOR THE PERIOD ..... TO.... ..**

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**EMPLOYER'S SIGNATURE**

..... **DATE** .....

**EMPLOYEE'S SIGNATURE**

..... **DATE** .....